

TO : Assistant Director for Reports and Estimates DATE: 8 December 1949

FROM : Chief, Near East/Africa Division

SUBJECT: Intelligence Production Planning

*Reference document (c) is actually concerned with the IPB. It is assumed, however, that the change in nomenclature from IPB to EPB entails no change in the Board's duties.

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task of production planning. Regardless of the merit or lack of merit of these memoranda, we expected them to evoke some response and discussion, possibly even an attempt to reconcile the divergence between the views represented by them and by the Far East plan. To date, nothing has been heard of these memoranda.

4. Further, D/NE is seriously disturbed by the failure to coordinate the various attempts currently or recently under way in ORE to solve the problem of intelligence production and, by extension, to define the mission of ORE. Thus we have attachments A and B of reference document (a); the report of the Ad Hoc Production Review Sub-committee (the Reitzel Committee); and the unannounced discussion of the subject at the EPB meeting on 30 November. These three efforts run in parallel lines which give no indication of converging.

5. Would it not be better to make one concerted effort toward solving this difficult and supremely important problem of production planning? We object to the Far East production plan because, although it does not represent a concerted, all-ORE effort, it is put forward with capital "P's" as if it were a formula applicable to all producing components. Actually it is a specific, detailed plan growing out of the problems of one area. In view of the special nature of these problems, the plan is not applicable to other components and not suitable as an attachment to a staff study which purports to consider overall production planning for ORE. We believe that to obtain a formula generally applicable throughout ORE the whole body of finished intelligence should be examined with the idea of defining, classifying, and assessing the work done thus far. We suggest that the Reitzel report, which represents such an effort, is a step in the right direction. The members of the Reitzel Committee charged with drafting the report found that ORE's whole output fell into several categories or, in other words, represented several types of finished intelligence and also that several production trends were discernible. These findings strike us as a suitable point of departure for full discussion with the EPB with the end of establishing legitimate production categories (as opposed to specific topics) which would be applicable throughout ORE. Whether the categories finally chosen coincided with those in the Reitzel report would be irrelevant. The method is still sound and would -- more than any other, we believe -- facilitate the defining of "national intelligence" and the clarifying of ORE's mission. Finally, the plan resulting from such procedure would represent the best judgment and the free choice of those actually charged with the production of finished intelligence. The producers could therefore be expected to carry it out with confidence and enthusiasm.

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